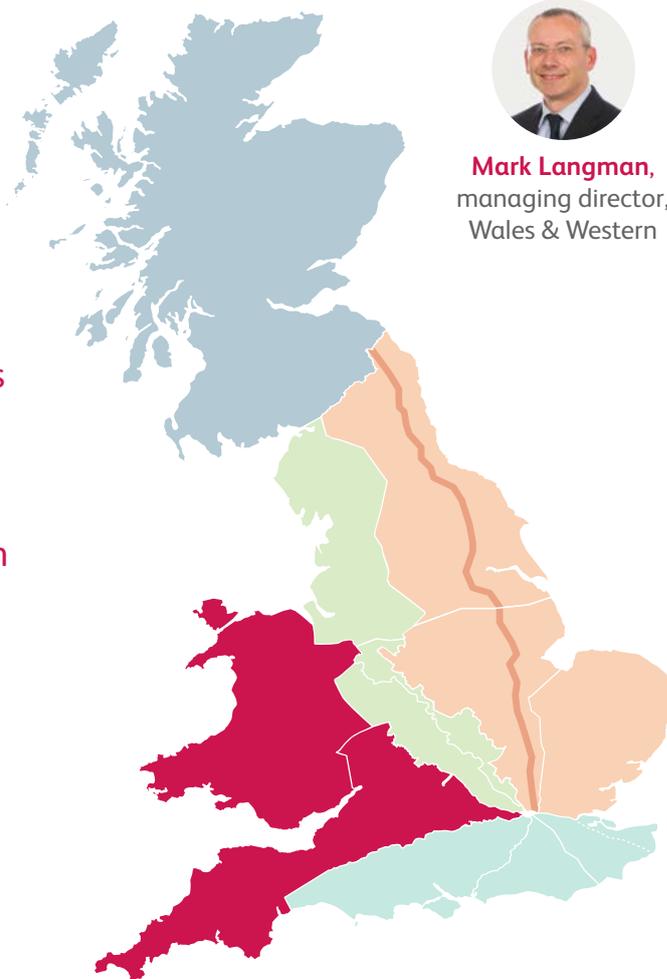


Wales & Western



Mark Langman,
managing director,
Wales & Western

In 2019, as part of the Putting Passengers First programme we established Wales & Western, bringing together Wales & Borders route, Western route and Western and Wales Infrastructure Projects. Our aim is to deliver a safe, reliable and punctual railway for the passengers, communities and businesses we serve across Wales, the Thames Valley and the west. The new accountabilities and decision-making authorities we have will help us be more responsive to the needs of our train operators, stakeholders and passengers.



The introduction of a new, enhanced timetable in December 2019 realised the benefits of 10 years investment to modernise and electrify the Great Western Main Line from Paddington to Cardiff, Newbury and Chippenham. In January 2020, this culminated in the completion of electrification to Cardiff, enabling electric trains to operate in South Wales for the first time.

Improved infrastructure, electric trains and better signalling enable us to timetable more trains on the Wales Western network and allows Great Western Railway (GWR) to offer new high-speed peak services for customers in South Wales, the South West and from Bristol to London. In the December 2019 timetable change, Transport for Wales (TfW) also introduced new weekend services to meet increasing demand. For passengers, this means reduced journey times, an increased number of seats and better connections to the communities we serve.

Alongside our alliance partners GWR, and working closely with TfW and Transport for London (TfL), our focus now shifts to further capacity enhancing timetable improvements for the benefit of our passengers. In May 2020, GWR plan to add more off-peak 'super-fast' services from Bristol to and from London. In late 2021, we will see the start of metro-frequency Elizabeth line services from Reading and Heathrow to Kent and Essex through central London, and by December 2023, an additional 285 TfW services will run every weekday in Wales. This represents a

step change in connectivity for passengers in and out of key cities.

Alongside this, we continue our relentless drive to improve performance through a combination of robust renewals plans to improve safety, reliability and reduce delays and through improved rapid incident response, efficient track access planning and better traffic management of the network.

We are determined to improve passengers' experience, particularly those who need help when travelling. We have tripled the team at London Paddington who are able to provide mobility assistance as we work towards offering a 'turn up and go' service for those with accessibility needs.

Underpinning all of this is, of course, our continued focus on getting everyone home safe everyday. In July 2019, we were deeply saddened by the loss of two colleagues. Since then we have been working across Wales & Western, and with national colleagues in the Track Worker Safety Task Force, to prevent incidents like this from reoccurring. We will constantly seek ways to reduce the risk of fatalities and workforce injuries alongside making our railway safer for passengers and local communities.

To support jobs, housing and economic growth we continue with plans to facilitate third party investment in the railway to meet passenger demand. CP6 will see considerable progress with the MetroWest scheme and Bristol Temple

Meads masterplan sponsored by the West of England Combined Authority, Bristol City Council, Homes England and the University of Bristol. As we deliver these and other plans, we will engage with our supply chain and seek to increase the number of contracts we let to local small-medium size businesses.

With over 5,200 colleagues we are a significant employer, so we will continue to increase our diversity, create apprentice and graduate opportunities and build our relationships with our local communities, universities and university technical colleges.

A reliable, greener railway is core to the low carbon economy of the future across our country and rail has a critical role to play in this future. As part of this we are looking at how we can reduce our carbon footprint, reduce our diesel consumption, save energy and embed sustainability in our working practices.

Our CP6 plans were developed in collaboration with our customers and stakeholders and we continue seeking their feedback and input into our rolling plans through various forms of engagement.

These and other activities will see us well placed to deliver improved safety and great services for passengers and freight, as well as respond to the future changes to the rail industry that will unfold as CP6 progresses.

Major improvement work in CP6



Across our Wales & Borders route:

- We're supporting TfW's £5bn plan to transform rail services, with increased capacity, new rolling stock and improvements to stations across the network. This will include the transfer of the Core Valley Lines infrastructure to TfW.
- Working with our partners at TfW we've developed joint performance measures focussed on delivering to the minute punctuality and a right time railway.
- We're planning a major £25m refurbishment of the Grade II listed Barmouth Viaduct (pictured), a critical link for passengers on the Cambrian Coast that's vital to tourism and the local economy.
- We're investing £176m in refurbishing and replacing track across the network and £27m to meet the challenge of climate change and extreme weather in Wales.
- We'll be delivering phase two of the Port Talbot West resignalling project; improving resilience, reliability and reducing delays in South West Wales.
- In partnership with the British Transport Police we're focussed on reducing route crime and its impact on passengers. Priorities include reducing the number of bridge strikes and tackling cable theft and trespass.
- Through smarter working, better planning and increasing the use of technology we're aiming to reduce operational expenditure by 6.6 per cent.
- We're also installing new pumps at Sudbrook pumping station which serves the Severn Tunnel. This will lead to a five per cent reduction in energy consumption and improve reliability.

Region at a glance



3,540

passenger trains per day



20,000+

people a day travel by train to Heathrow, Europe's busiest airport



3,352

miles of track in the region



5,215

employees



London Paddington

Manage London Paddington
– 8th busiest station in UK

Benefits:

- Passengers are now benefitting from average journey time savings of 14 minutes between South Wales and London with 'super-fast' services in the morning and evening peaks connecting the two capitals in as fast as 1hr 42mins. This will increase as these services run throughout the day.
- We've helped deliver a 40 per cent increase in Sunday services across the Transport for Wales network, with Sunday services for the very first time on the Maesteg branch, a consistent Sunday service on the Cambrian Coast and all year-round Sunday services on the Conwy Valley line.
- We are aiming to improve asset reliability by nine per cent, reducing delays and disruption on a network that is busier and more congested than ever. We will also continue to reduce the risk of train accidents through

better asset management, targeted investment in vegetation management, fencing and drainage renewal.

- Looking to the future we are working closely with funders to support making the case for investment that will support national and regional economic growth. In this context, three schemes have entered the UK Government Rail Network Enhancement Pipeline (RNEP):
 1. Improvement of line speeds on the Relief Lines between Cardiff and Severn Tunnel Junction to provide additional capacity and improve journey times.
 2. Line speed improvements along the North Wales Coast Main Line to provide improved connectivity to and from the region.
 3. Line speed improvements to improve journey time between Cardiff and Swansea.

All these schemes will now be progressed to Outline Business Case and options developed for delivery.



Across our Western route:

- In early 2020, we completed the remaining funded elements of the Greater West Programme, including electrification to Cardiff and to east of Chippenham.
- We will finish the remaining elements of the Crossrail works required to stations on the Western route and integrate the new Elizabeth line services into daily operations.
- We will invest over £40m on the renovation and refurbishment of the heritage roof at Bristol Temple Meads to improve passenger experience and enable the continued safe use of the station. We are also investing £120m into the upgrade of Bristol East junction. The upgrade will help support the enhanced train service specifications for both long distance and local cross-Bristol services in both directions across the greater Bristol area.
- We continue to actively progress other passenger benefit improvement schemes at our managed stations, including additional seating, free WiFi facilities and free water fountains. We are working to improve accessibility and assistance, particularly at London Paddington, we will shortly be introducing a 'turn up and go' services for passengers with accessibility needs where pre-booking is no longer required.

- We are supporting the West of England Combined Authority and North Somerset Council on the development of MetroWest phase one and two.
- We continue to work towards the submission in 2020 of a development consent order (DCO) to enable the Government's proposed plans for a Western Rail Link to Heathrow.
- In Devon, we will continue the South West Rail Resilience Programme to improve the resilience of the railway between Dawlish (pictured) and Teignmouth to protect the railway and town for the next 100 years.
- We are investing more than £50m to significantly reduce delays into and out of London Paddington by replacing over 700 track circuit systems, part of the signalling system, with more reliable axle counter technology to reduce delays to services caused by signalling failures.
- We will spend £357m renewing or refurbishing 428km or 20 per cent of the track we have, to improve reliability and reduce delays.
- We will renew or extend the life of 199 of the 1,792 points systems on Western to maintain safety and improve reliability.
- Working closely with GWR and Worcestershire County Council we will support the opening of a new station - Worcestershire Parkway - in early 2020.

Benefits:

- 140,000 additional trains per year across the route by the end of 2024
- Two fast off-peak trains per hour from Bristol Temple Meads and London Paddington via Bristol Parkway, one more peak time train per hour between Bristol Temple Meads and Paddington via Bath and between South Wales and Paddington, doubling the service between Plymouth and Penzance to two trains per hour and a new hourly service to Cheltenham Spa.
- Journey time reductions of approximately 17 minutes from Bristol to London, 14 minutes from Cardiff to London and 14 minutes from Penzance to London.
- The new Elizabeth line operating on Western route will bring: New, longer Class 345 trains, each with space for 1500 passengers; – direct links from Reading, Maidenhead and Heathrow Airport directly to the West End, the City of London, Canary Wharf, Abbey Wood and Shenfield; journey time reductions of 10 minutes from Paddington to Liverpool Street, and 17 minutes from Paddington to Canary Wharf.

Our stakeholders

In developing our CP6 plans, we engaged in a series of workshops across the region with a wide range of stakeholders including our partners, regulators, funders, passengers and the public. Our stakeholders' views influenced our plans and strategic priorities.

Our stakeholders have told us that we must be easier to do business with; we need to be transparent about our plans and have clearer points of contact. Their overall priority is to see improved performance to support economic growth across Wales and the west. We will continue to engage with our stakeholders to help develop our plans.

We work closely with GWR and TfW to integrate, where we can, our stakeholder engagement. We hold joint events

with GWR and TfW in the House of Commons and Welsh Assembly respectively and we hold stakeholder briefings together and issue joint stakeholder updates on key announcements or activities.

We will be completing public consultation for two major schemes in 2020. We will be publishing our final report into the results of public consultation on the proposed Western Rail Link to Heathrow project, and the South West Rail Resilience Programme will be doing second stage consultation on our plans to improve the resilience of the railway between Holcombe and Teignmouth linking Devon and Cornwall to the rest of the rail network.

Our people

Our people are at the heart of what we do and we truly value their work. We will continue to invest in their development so that everyone can achieve their full potential. Our aim in CP6 is to be one of Britain's best employers by attracting, developing and retaining great people. Our business plan will focus on four key areas: attract, engage, grow, retain.

We strive to have an engaged, motivated and customer-focused workforce; our talent strategy will ensure that our people are offered the right learning and development opportunities in line with our business needs and their own career paths, whilst also developing a pipeline of internal succession for key roles.

Our focus is to invest in the building blocks we have put in place to strengthen our people manager capability. So far 100 people have completed our 'Great People Manager' training with the aim of 146 people completing this in 2020. We are working to improve the efficiency of our training programme to meet the competency-based needs of our frontline staff to rollout in future years.

We aspire to create an environment on Wales & Western that supports Network Rail's commitment to create a more

diverse and inclusive railway. To help facilitate this, all our employees will complete 'Everyone' diversity training to improve cultural and diversity awareness and create a respectful working environment.

We continue to engage early with local education providers and supporting organisations with a view to building a pipeline of new talent through our apprentice and graduate programmes. As of 2020 we have 173 apprentices and graduates in our region.

We will also continue to rollout our 'Mental Health First Aider' training scheme. 166 employees in the region have attended this so far, and our ambition is for 100 more to complete this by March 2021.

Over the next five-year period our aim is to transform the way we engage with our workforce, improving senior leaders' visibility, improving line managers engagement skills so that we have more effective two way engagement to listen, learn and respond to our colleagues, helping us improve safety and service, and help our people be proud to work for Wales & Western.